



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
WASHINGTON, D.C. 20546

IN REPLY REFER TO

October 18, 1966

Dean Joseph M. Pettit
College of Engineering
Stanford University
Stanford, California

Dear Dean Pettit:

The purpose of this letter is to let you know some of the things we would like to discuss during the visit of Mr. Webb and the other NASA representatives and advisors to Stanford on Saturday, October 29, 1966. As I indicated on the 'phone, we expect to arrive at 10:30 a.m. and remain through luncheon.

The principal purpose of our visit will be three-fold:

- a. To review the manner in which the University is implementing the Memorandums of Understanding which have been signed by President Sterling and Mr. Webb in connection with the research facilities grants;
- b. To explore the impact of NASA upon the activities of the university, and
- c. To exchange views on the role of the modern university in the space age.

Of these three objectives the first and third are probably the most important. We are interested in exploring the impact of NASA supported activities at the University but not in the context of detailed reviews of individual projects or programs unless they are activities that have been undertaken which might be considered specifically responsive to the first or third objective. Certainly we feel it important that a number of university people participating directly in NASA activities be included, but we are principally concerned with observing the impact that such studies may be having on the development of the University. We are particularly interested in learning of the University's response to the ideas set forth in the Memorandum of Understanding. In this regard I would like specifically to cite the last two paragraphs of the most recent Memorandum:



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"The National Aeronautics and Space Administration is particularly desirous that the environment in which space research is conducted will be characterized by multidisciplinary efforts which draw upon creative minds from various branches of the sciences, technology, commerce and the arts. It is understood that Stanford will, in the expansion of the research program, continue to make every effort to bring all of the various applicable scientific and engineering disciplines to bear on appropriate problems associated with the space effort. The Stanford Program will be carried out in close coordination with its companion effort in medical instrumentation and space biology which has received substantial financial support from NASA as well as other space related work in progress or planned at the University. The research team will be composed of competent staff members of the University, expanded, as appropriate, by the inclusion of scholars from other universities and institutes to broaden the base of the group.

"In the prosecution of this program Stanford will undertake, in an energetic and organized manner, to explore mechanisms whereby the progress achieved in research may best be fed into the industries and segments of the economy (with which Stanford normally has close relations). Research is to be encouraged on ways and means to expand the search for practical applications on both a regional and national basis. In particular, the University will undertake to acquaint the scientific community, as well as the industrial and business communities, with new opportunities for application of specific developments or processes stemming from the space program."

Consideration of these questions naturally leads to the third purpose of our visit, namely the exchange of views on the role of the modern university in the space age. In view of the increasing role that science and technology are playing in our way of life and the potential contributions that they can make, there is a growing feeling in many quarters that the University should have an increasing role in interpreting science and technology for the common good. Since the space program is at the very cutting edge of science and technology, we are interested in examining the university's ideas and views in this area.

In summary, because of the commitment of Stanford University to the space program and the wisdom that has accumulated within the University over the years as one of the nation's outstanding educational institutions, we are interested in examining a number of rather broad issues, such as the growing

role of science and technology and how to accommodate it in the modern university, the desirability of the multidisciplinary approach, and the desirability of increasing university effectiveness in the area of public responsibility. While we would like to discuss these issues broadly, we will, of course, have in mind the more parochial interest of how to improve government-university-industry teamwork and in particular, NASA-university teamwork.

We regret that President Sterling and possibly yourself will be unable to participate in these discussions. We are looking forward to meeting with Drs. Terman, Heffner, Lederberg, Rambo, and Hoff, and other members of the faculty and administration who are not only interested but can contribute to the discussions.

This year Mr. Webb has had a group headed by Dr. William Hagerty, President of the Drexel Institute of Technology and a consultant to the Administrator, and comprised of Dr. Raymond Bisplinghoff, Special Assistant to the Administrator, Mr. Breene Kerr, Assistant Administrator for Policy Analysis and myself, visiting a selected group of institutions for similar discussions. Dr. Dael Wolfle, Executive Officer of the American Association for the Advancement of Science and consultant to the Administrator has accompanied this group. It is expected that all of this group, with the possible exception of Dr. Bisplinghoff, will accompany Mr. Webb on the visit to Stanford.

Dr. Louis Mayo, Vice President for Advanced Policy Studies at the George Washington University, who is heading up the program of policy studies that has been initiated at GWU under NASA sponsorship, will also be in the party. There also will be several other NASA personnel and consultants in the NASA party who will be on the West Coast for the Berkeley activities, and it is possible that we would like to bring one or more of these men over to Stanford on Saturday. In all I expect the NASA group may be as large as 10 or 12.

I hope that this will be helpful to you in making the necessary arrangements for Mr. Webb's visit. I will keep you, or whoever will be in charge in your absence, advised of any changes in our plans.

Sincerely yours,



T.L.K. Smull
Director,
Office of Grants
and Research Contracts